



April 3, 2003

TO: Directors, NASA Centers

FROM: A/Administrator

SUBJECT: One HR

As you are well aware, NASA's greatest asset is our workforce. Today's challenges and tomorrow's opportunities compel us to implement an integrated, collaborative approach to responsible management of this valuable resource. While this is a shared responsibility throughout the organization, the NASA human resources (HR) community at Headquarters and the Centers will serve as a catalyst for addressing NASA's critical workforce challenges and ensuring that workforce issues are an integral part of Agency and program planning. As we shift to a more strategic approach to human capital management, the role of HR itself is also shifting--from transactional to strategic, from labor-intensive and duplicative to automated, efficient, and customer-driven. The HR community must, more than ever, work collaboratively with an Agency focus to achieve the results we seek for each Center and for the Agency--as One NASA.

Vicki Novak and I have discussed her taking a strong leadership role in pursuing a One HR that will work as a team to ensure efficiencies and avoid unnecessary duplication of efforts. Vicki has also talked with the Enterprise Institutional Program Office AA's and has their enthusiastic support. She will be working closely with the HR Directors to define actions to make One HR happen and will keep you informed of progress. As the Agency HR functional lead, I expect her to have significant input to such areas as HR director selections, performance plans and assessments, as well as decisions on HR work to be performed by the NASA Shared Services Center so that our cadre of Agency HR professionals can better focus their limited resources to identifying and analyzing emerging workforce issues and developing creative solutions.

With Vicki's leadership, the NASA HR team will be working to redefine HR roles and capabilities aligned with NASA's mission and to identify training and development opportunities to enhance HR's ability to respond to its challenging new role. I enthusiastically support One HR and firmly believe a strong, cohesive team of HR professionals contributes materially to successful achievement of our mission. I ask you to give Vicki your support and look forward to seeing results.

A handwritten signature in black ink, appearing to read "S O'K", with a stylized flourish at the end.

Sean O'Keefe